

References

1. Mata R. 2015. Forbes.com.mx. Access mode: <http://www.forbes.com.mx/que-buscan-las-empresas-a-la-hora-de-contratar-jovenes/#gs.NIhrf8U> (date of access: 12.10.2016).
2. Observatorio de Innovacion Educativa. Tecnológico de Monterrey. 2016. Aprendizaje Basado en Retos. Edu Trends (1), 44. Access mode: <http://observatorio.itesm.mx/edutrendsabr> (date of access: 12.10.2016).
3. Revista NEO. (11 de 08 de 2016). revistaneo.com. Access mode: <http://www.revistaneo.com/articles/2016/08/11/expectativas-futuro-de-los-j%C3%B3venes-frente-al-mercado-laboral> (date of access: 12.10.2016).
4. Universia Business Review. (Tercer trimestre de 2010). EBSCOhost. Access mode: <http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=3&sid=d35f3178-5173-4fd1-9359-ee6da9e2b3ae%40sessionmgr4008&hid=40025/> (date of access: 12.10.2016).
5. Universia España. (05 de 02 de 2015). noticias.universia.es. Access mode: <http://noticias.universia.es/empleo/noticia/2015/02/05/1119538/buscan-empleadores-recien-graduados.html> (date of access: 12.10.2016).
6. Velarte L. (s. f.). Becas & Empleos. (B. & Empleo, Ed.) Access mode: <http://www.becasyempleos.com.ar/GuiaEmpleo/5031.htn> (date of access: 12.10.2016).

УДК 331.1

L. Téllez Gaña, E. Lysenko

EMPLOYER BRANDING AS A STRATEGY TO ATTRACT AND RETAIN TALENT

Examines the role of Services in human resource management in employer branding to attract and retain talented employees to create effective organization in the conditions of rigid competitive struggle.

K e y w o r d s: employer branding, talented employees, human resources management, strategy of staff attraction.

БРЕНД РАБОТОДАТЕЛЯ КАК СТРАТЕГИЯ ПРИВЛЕЧЕНИЯ И УДЕРЖАНИЯ ТАЛАНТОВ

Показана роль Службы по управлению человеческими ресурсами в создании бренда работодателя с целью привлечения и удержания талантливых сотрудников для создания эффективной организации в условиях жесткой конкурентной борьбы.

К л ю ч е в ы е с л о в а: бренд работодателя, талантливые сотрудники, управление человеческими ресурсами, стратегия привлечения персонала.

The term «employer branding» is very popular nowadays. It is common to find articles in human resources or administration magazines or blogs with titles similar to «Top 10 of the companies with the best employer branding strategy» or «The key activities to be considered when developing an “employer branding” strategy», nevertheless, this term is not recent, being defined 20 years ago by T. Ambler and S. Barrow as «the package of functional, economic and psychological benefits provided by employment, and identified with the employing company» [4, p. 8].

Recently, the term has been simplified as «the application of the idea of branding principles to HRM», which could sound obvious but is in fact the main idea of the concept. This definition starts to demonstrate that all the designed strategies has to be thought and aligned not only for the potential employees, but for the talented and trained human capital that is already in the company and that does not want to be lost. Therefore, the incorporation of marketing principles in human resources area can build a solid image of the brand from the inside out, and develops the idea of a company as a good employer that is actually worried on its people, which is at the end of the day the main goal of the employer branding, since there is not best seller of our services or products than a committed and happy employee who «lives the brand» away from the workplace as a brand ambassador.

Moreover, for this concept to be successful it has to be recognized as a philosophy rather than a strategy with a deadline or specific result. We are talking about a new style of work, a permanent way of acting

that puts all its interest in the internal customer. This «modus Vivendi» has to be based on the values of the company, in order to live and promulgate them in the internal processes and decisions.

It is important to mention that all companies are sending a message, so the candidates, customers and suppliers already have a perception of the company, whether or not it is managing employer branding activities. The difference with one company and another is what they do with the information and what they do to change or maintain that generated idea.

According to great place to work, the human resources and marketing area, need to work together to ensure the success of this philosophy, since both disciplines, individually, are focused in different goals/activities:

- human resources area hires people, but does not control the reputation or perception of the company;
- marketing area shapes the image of the brand but they do not control employees.

When this two disciplines are successfully combined, the company design campaigns not only for the internal costumer, but for potential employees who will choose to work or not in the company based on the perception and brand messages.

According with the master class imparted on the IEBS business school, there are many benefits for those companies that develop this philosophy:

1. Recruitment and selection processes more agile and efficient.

Since a lot of people would want to work in the company, the human resources area would always receive several resumes of different profiles. This means that the area would not spend a lot of time searching for candidates, since the candidates would search for the company.

2. Costs reduction.

This benefit can be analyzed from different points of view. First, this can be noticed when the human resources department do not have to use/pay many software or media to get the attention of the candidates, or travel expenses for the candidates. Second, since the company has many candidates, they have the opportunity to hire the most qualified and with the required skill for the position, which reduces training costs.

3. More productive.

This would be the consequence of having talented employees who lives the values, mission and philosophy of the company.

According to Forbes [2], the strategies to attract top talent are related with the next tips:

a) You do not need a lot of people when you have a lot of talent. Instead of having a lot of average people, bet for the most talented personnel.

b) Attraction trumps recruitment time and time again. It is no impossible to have people in line to work in you company, it is just necessary to create a workplace where people enjoys to work. This would be a magnetic place for talented professionals.

c) You cannot have a magnetic organization without magnetic leaders. In order to has a successful strategy, it is relevant to consider that all the activities designed has to be known for all the management team, and they have to be aware on the important role they have as an example for all the employees. It could be self-defeating having managers that are not living the philosophy that wants to be promulgated.

4. Give peoples a reason to stay.

People want to develop an interesting work, something that makes them feel that they have made a difference each day.

The presented tips has to be considered when developing the strategic activities of employer branding, regardless if those are for online (social media, blogs, newsletter, etc.) or offline (internal communication, internal programs, etc.) activities.

Through the research to make this article, i have concluded that as a philosophy, employer branding is a concept that goes beyond marketing or human resources, we are talking about the organizational culture, and therefore it has to be developed inside out, knowing that the results of it, will not be perceived from one day to another and it is an everyday effort. In addition, it is important to realize that talent has to be value and support; otherwise other company could steal it from our hands.

Brett Minchington, CEO of Employer International, has studied this concept for several years, and admits that «Employer branding is not a HR, marketing, communications or talent function, it's a business function» [3] and as such, has to be developed, studied and analyzed constantly, in order to be seen by the chosen public.

As a conclusion we can say, that the competition in all the industries to be the best company and be recognized as the best brand in the market is going further. Enterprises all over the world have realized that to be the recognized as such, it is necessary not only to have an excellent management team and leaders, but the most talented and committed employees in every department. This is where the competition has a new turn, and the «war for talent» begins, which means that only the employer (enterprise) with the best recruitment strategies and benefits would win. Therefore this article explains what employer branding is and the advantages of using this concept as the main strategy to attract the proper talented personnel, demonstrating why the human resources department, involved with other areas, is the key to won this competition.

References

1. *Acebedo J.* Master Class: Employer Branding, 2015 [Electronic resource]. Recovered in: <https://www.youtube.com/watch?v=4vxAXrHa0TE> (date of access: 30.09.2016).
2. *Matuson R.* How to attract top talent that will stick around, 2014 [Electronic resource]. Recovered in: <http://www.forbes.com/sites/robertamatuson/2014/01/14/how-to-attract-top-talent-that-will-stick-around/#5be4b0b23cbe> (date of access: 30.09.2016).
3. *Minchigton B.* 20 Employer branding best practices to focus on in 2016 [Electronic resource]. Recovered in: <https://www.linkedin.com/pulse/16-employer-branding-best-practices-focus-2016-brett> (date of access: 30.09.2016).
4. *Sparrow P., Otake L.* Employer branding. From attraction to a core HR strategy, 2015 [Electronic resource]. Recovered in: <http://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/cphr/EmployerBrandingFromattractiontoacoreHRStrategy.pdf> (date of access: 30.09.2016).
5. *Wright H.* How employer branding can help you win the war for talent, 2015 [Electronic resource]. Recovered in: <http://www.greatplacetowork.co.uk/publications-and-events/blogs-and-news/907-employer-branding-key-tips-and-best-practice> (date of access: 30.09.2016).